



Departmental Quarterly Performance Report

Department Name: Finance

**Reporting Period:
FY 2003-04
2nd Quarter**

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Departmental Quarterly Performance Report

Department Name: Finance

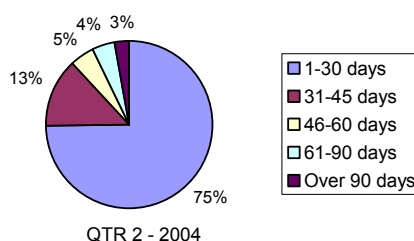
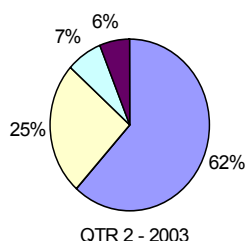
Reporting Period: FY 2003-04 2nd Quarter

MAJOR PERFORMANCE INITIATIVES

Mission Statement: Deliver accurate financial services for sound decision making.

Issue payments to vendors within 30 days of receipt of invoice by County departments.

Average No. of Days it takes to process invoices for payment by County Department



Invoices processed within the following average number of calendar days:

YTD-2003	No. of Invoices	% of Total	YTD-2004	No. of Invoices	% of Total
1-30 days	34,070	62%	1-30 days	131,490	76%
31-45 days	Not Available	Not Available	31-45 days	21,802	13%
46-60 days	13,939	25%	46-60 days	8,860	5%
61-90 days	3,918	7%	61-90 days	6,497	4%
Over 90 days	3,426	6%	Over 90 days	4,291	2%
Total	55,353	100%	Total	172,940	100%

Note: Qtr 1 FY 2003 information not available

FY 2004 includes direct vouchers

Above information is based on Contract payments processed through Procurement Department only. It does not include Construction Contract. Direct Voucher payment information was added to FY 2004 statistical reports.

The above graph reflects the average time it takes departments to process invoices. An additional 2 to 5 working days is required to issue the check or ACH transfer, depending on the payment option selected by vendors.

The 2004 YTD data reflects an increase of 8% in the 01-30 day range from 2003 second quarter YTD figures. We are 6% above our 70% projected business goal for fiscal year 2004. This is primarily attributable to the efforts made by the Finance Department, Accounts Payable Unit and departmental staff to identify and implement changes in the internal payable process. During the first and second quarters we met with departments, visited their payable operations and made recommendations to improve their process to expedite payments to vendors. We continue to review the Accounts Payable statistics on a quarterly basis and notify departments accordingly.

Check all that apply

☐ Strategic Plan
☒ Business Plan
☐ Budgeted
Priorities
☒ Customer Service
☒ ECC Project
☐ Workforce Dev.
☐ Audit Response
☐ Other _____
(Describe)

Goal Outcome Identifier:
ES8-3

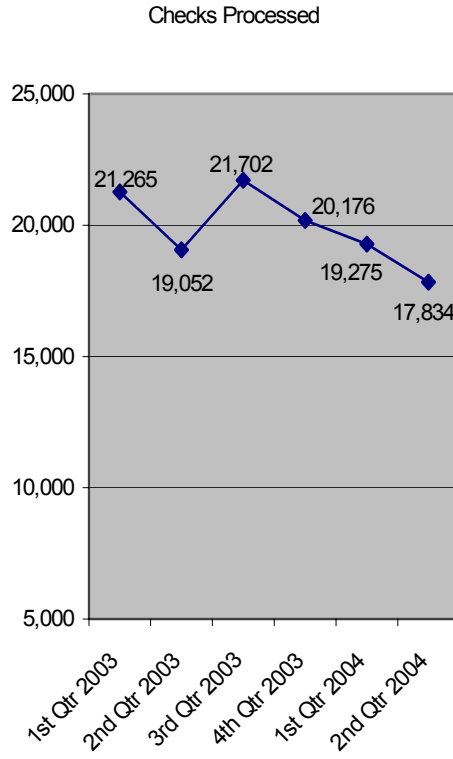
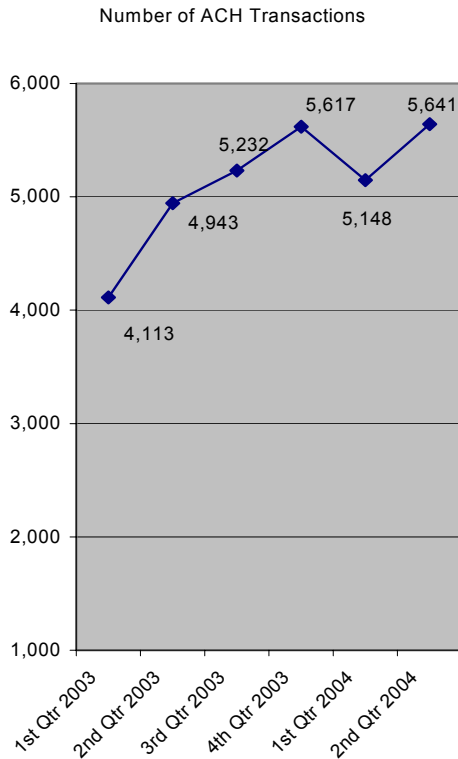
Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 2nd Quarter

Increase the usage of Automatic Clearing House (ACH) payments in order to pay vendors expeditiously and minimize issuance of manual checks

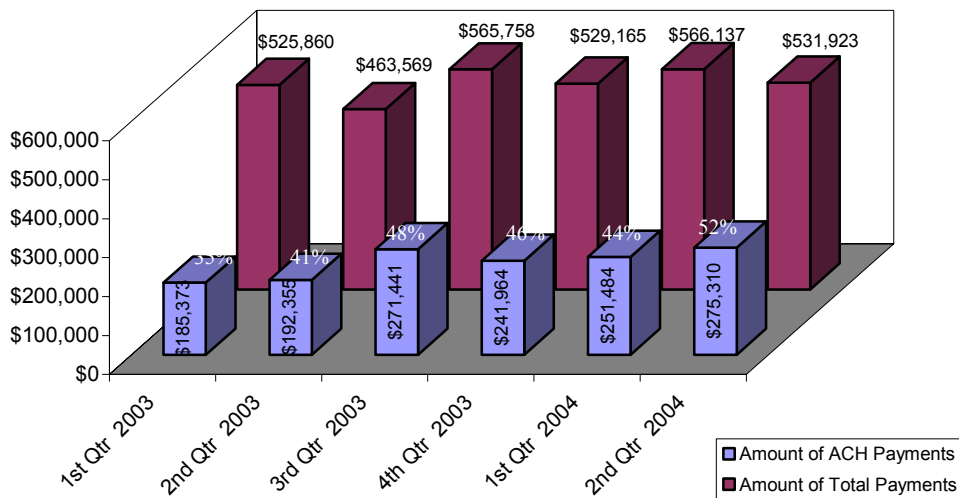
Check all that apply



☐ Strategic Plan
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☐ Audit Response
☐ Other
 (Describe)

Goal Outcome Identifier:
ES8-4

Amount of ACH Payments vs. Generated Checks Including Emergency Checks (In thousands)



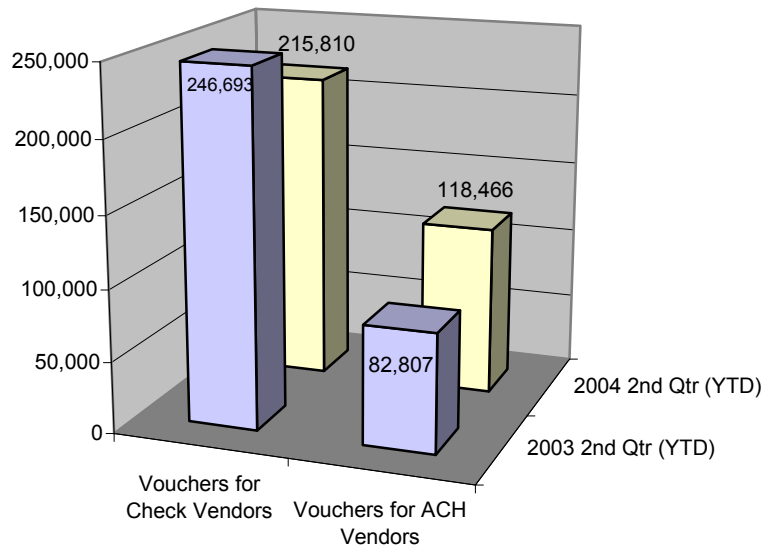
Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 2nd Quarter

Process payments to vendors in a timely and accurate manner in the new Accounts Payable module, tracking commodity usage and payment cycle.

Accounts Payable
Vouchers Processed for ACH Vendors vs. Vouchers Processed for Vendors Paid by Check



- 2003 (2nd Quarter YTD) – ACH is 25% of Total Vouchers Processed
- 2004 (2nd Quarter YTD) – ACH is 35% of Total Vouchers Processed

One of our strategic business goals for FY 2004 is to promote the use of ACH payment option to County vendors in order to expedite payments, in lieu of check payment methods.

The graphs on page 3 and 4 reflect total ACH dollar transactions of \$275 million or 52% of total payments processed at the end of the second quarter of FY 2004. Checks issued have decreased by 6.4% from FY 2003 second quarter. We continue to work with departments and vendors to promote the ACH payment option. During the second quarter we designed a flyer to send out with the checks to inform vendors of the ACH Program and general information regarding the submission of complete and responsive invoices to the County in order to prevent payment delays.

Check all that apply

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(Describe)

Goal Outcome identifier:
ES8-4

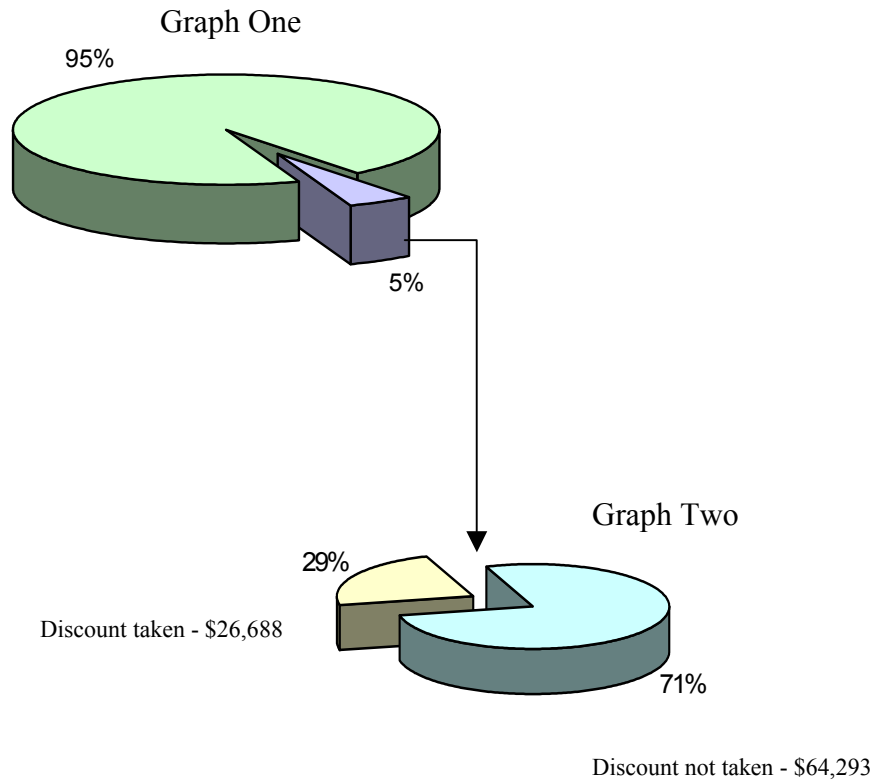
Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 2nd Quarter

Maximize prompt payment discounts on all County contracts that provide for early payment discounts.

The following graphs show that 5% of all procurement contract payments made in Quarter 2 of FY2004 provided the County early payment discount incentives (Graph One). Of this 5%, we were able to take advantage of early payment discounts in 29% of the payments made (Graph Two). We continue to find ways to take advantage of the discount opportunities. This quarter we worked with ETSD to create a report that identifies invoices pending payment with discount terms. This report will assist our staff in prioritizing payments to those invoices which will result in additional discounts taken.



Check all that apply

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(Describe)

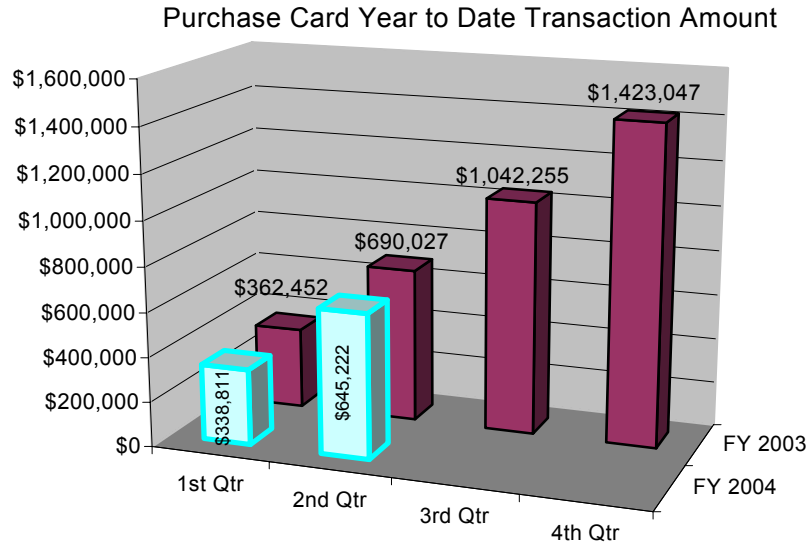
Goal Outcome identifier:
ES8-4

Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 2nd Quarter

Expand usage of purchasing card program to all county departments.



The purchasing card program is now used by over 31 departments countywide. Recently credit cards were issued to departmental travel liaisons to charge transportation costs (i.e. car, bus, rail or airplane). To date we have ordered 80 travel cards to be used starting in April, 2004. We have scheduled training on the use of EAGLS Purchasing Card software for the travel liaisons in April, 2004.

Check all that apply

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☐ Audit Response
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(Describe)

Goal Outcome identifier:
ES8-4

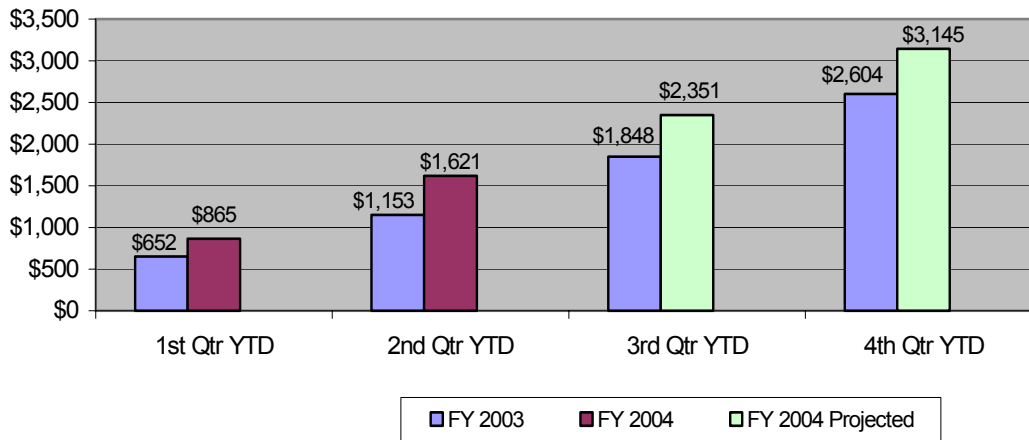
Departmental Quarterly Performance Report

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The following are the revenues for last year, followed by the first and second quarters of this year, and with a 5% increase projected over the next 2 quarters. Credit and Collection is well ahead of budget at the end of the second quarter.

Credit and Collection Year to Date Net Revenue
(in thousands)



Check all that apply

☐ Strategic Plan
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(Describe)

Goal Outcome identifier:
ES8-2

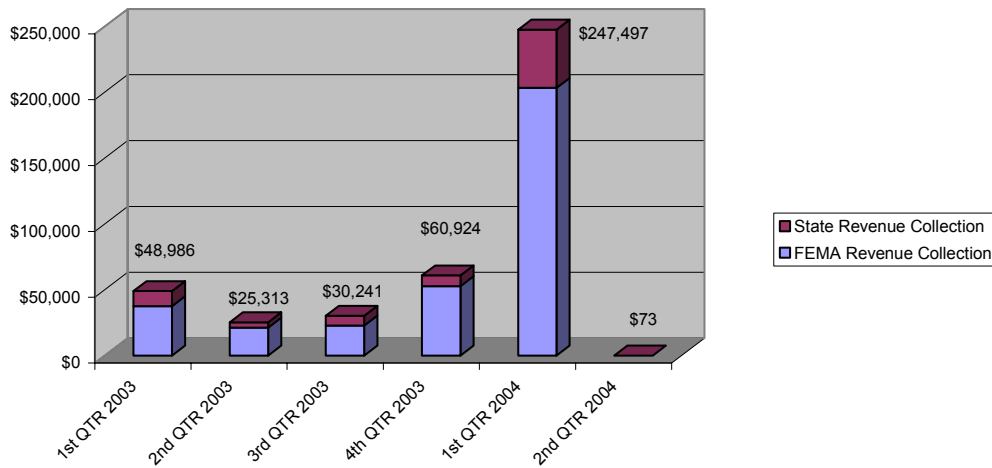
Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 2nd Quarter

The FEMA Unit continues to process reimbursement requests and closeouts of project worksheets related to County FEMA grants for the No-Name Storm and Hurricane Irene. The graph shown below reflects the receipts for Federal and State funds by quarter for both storms.

YTD Receipts of Hurricane Irene and No-Name Storm Funds (in thousands)



Check all that apply

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(Describe)

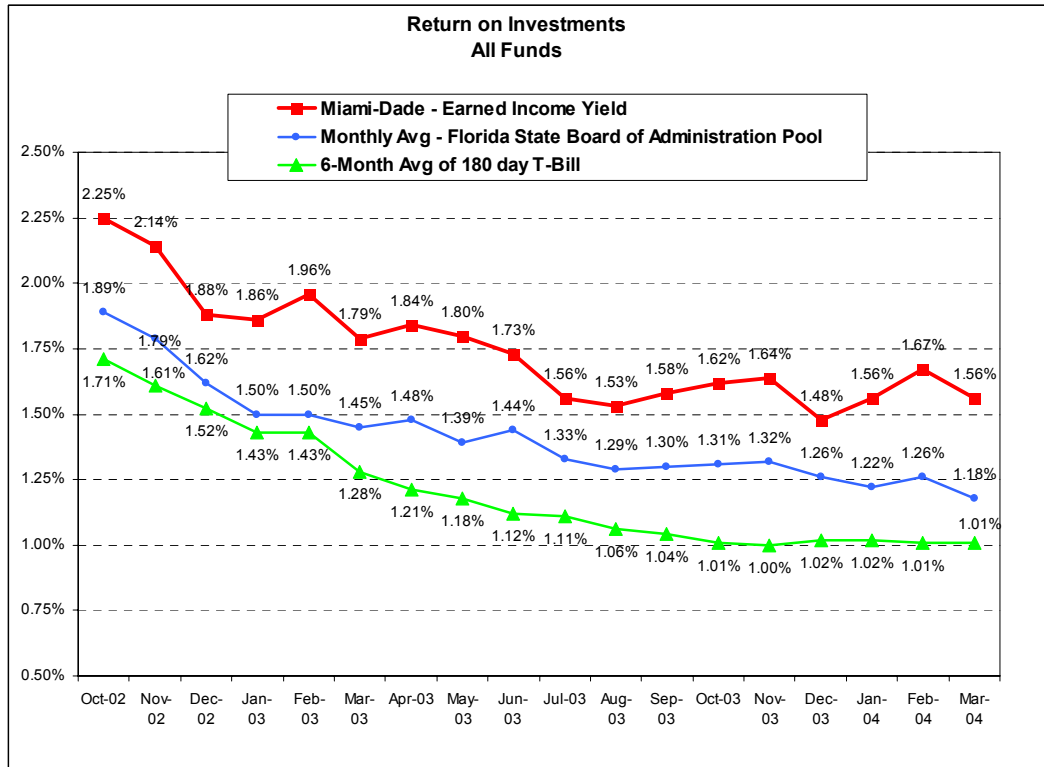
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ES8-4

Departmental Quarterly Performance Report

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During this quarter, the Cash Management Division continued to achieve an average rate of return for all County funds that was competitive with the average rate of return for the County's industry benchmarks, thus again meeting one of its goals in the business plan.



Check all that apply

☐ Strategic Plan

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Priorities

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☐ Workforce Dev.

☐ Audit Response

☐ Other

(Describe)

Goal Outcome identifier:

ES8-1

Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 2nd Quarter

Accurately process Tax Deed applications and redemptions and submit to Clerk's Office within 30 days

Check all that apply

☐ Strategic Plan

☐ Business Plan

☐ Budgeted

☐ Priorities

☒ Customer Service

☐ ECC Project

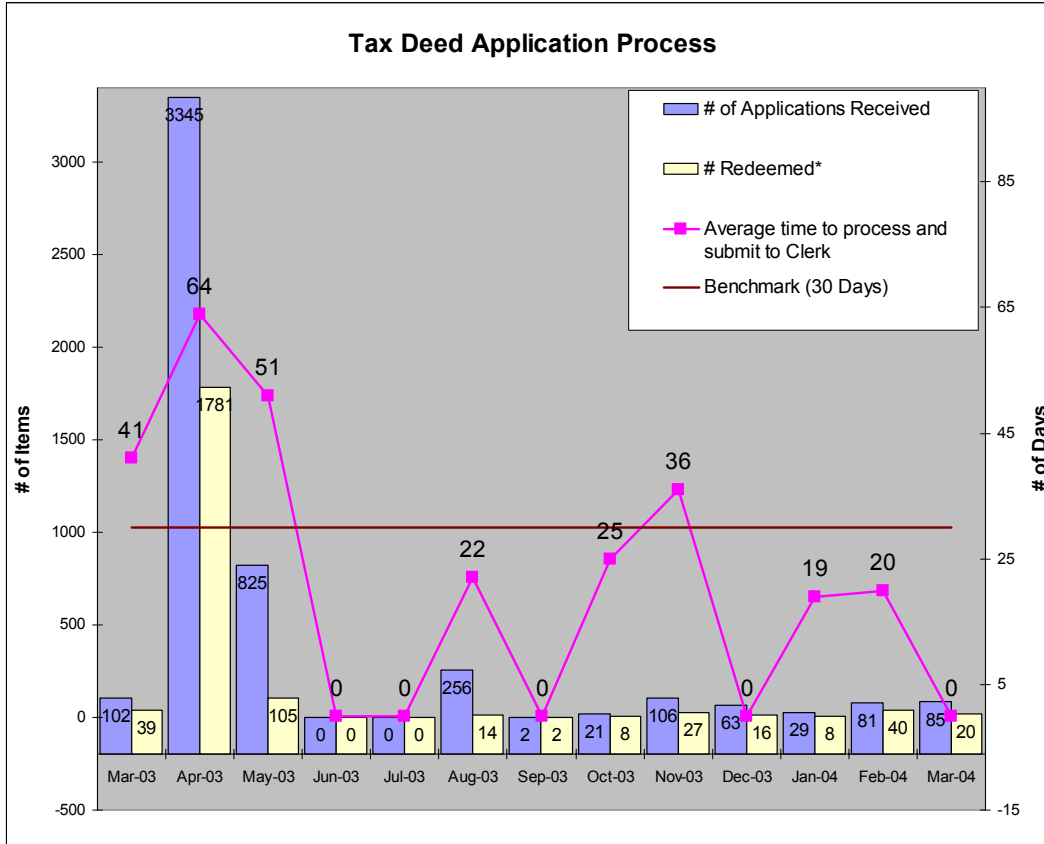
☐ Workforce Dev.

☐ Audit Response

☐ Other

(Describe)

Goal Outcome identifier:
ES8-5



* Number redeemed indicates when taxes are paid prior to a public auction of the property deed

**Tax deed applications are not accepted while the yearly tax certificate auction is conducted (June)

Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 2nd Quarter

Increase overall field collections for personal property, occupational license, and tourist taxes by 10%

Check all that apply

☐ Strategic Plan

☒ Business Plan

☐ Budgeted

Priorities

☐ Customer Service

☐ ECC Project

☐ Workforce Dev.

☐ Audit Response

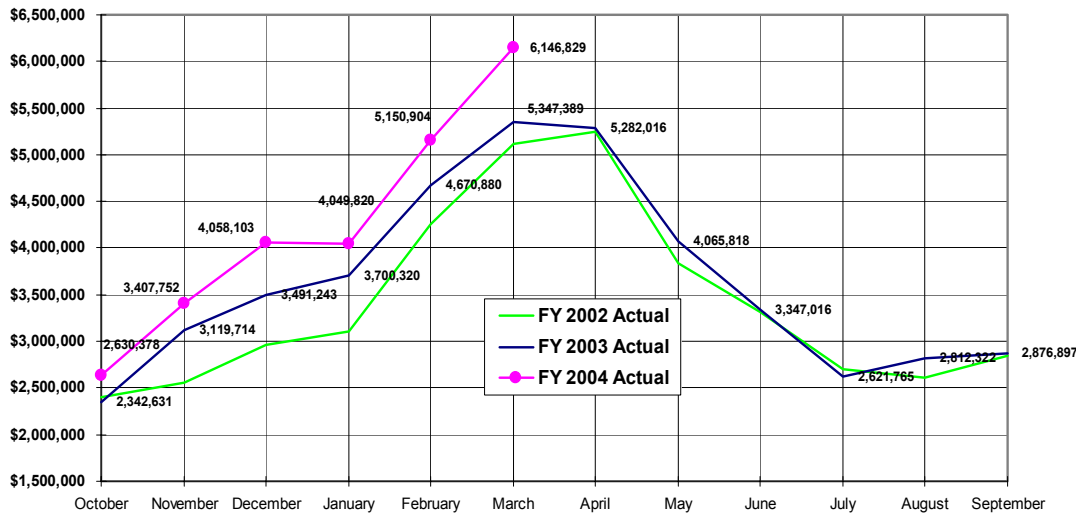
☐ Other

(Describe)

Goal Outcome identifier:

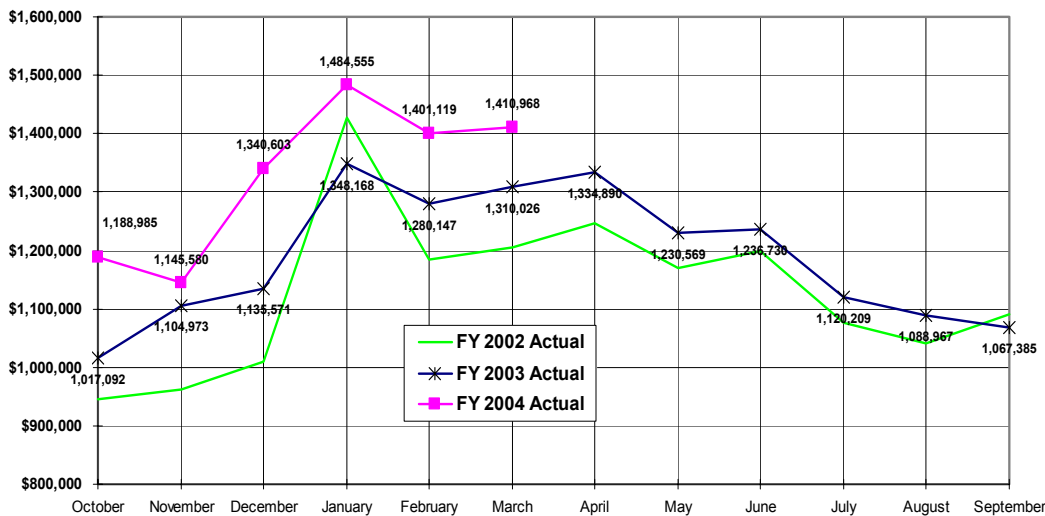
ES8-5

Bed Tax Revenues
(by collection month)



1. Includes CDT, TDT, and Sports Tax

Food & Beverage Tax Revenues
(by collection month)



1. Includes TDT Surtax and Homeless & Spouse Abuse tax

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Reporting Period: FY 2003-04 2nd Quarter

Increase overall field collections for personal property, occupational license, and tourist taxes by 10%

Check all that apply

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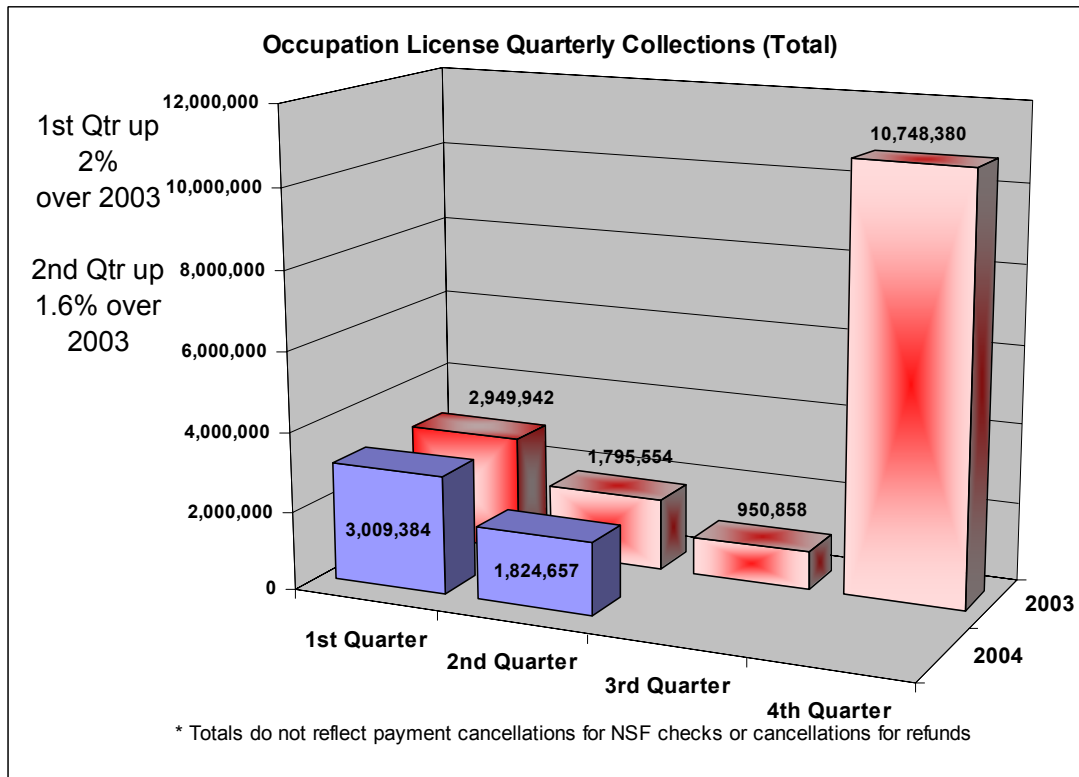
☐ Audit Response

☐ Other

(Describe)

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ES8-5



*OL Year runs from August to July

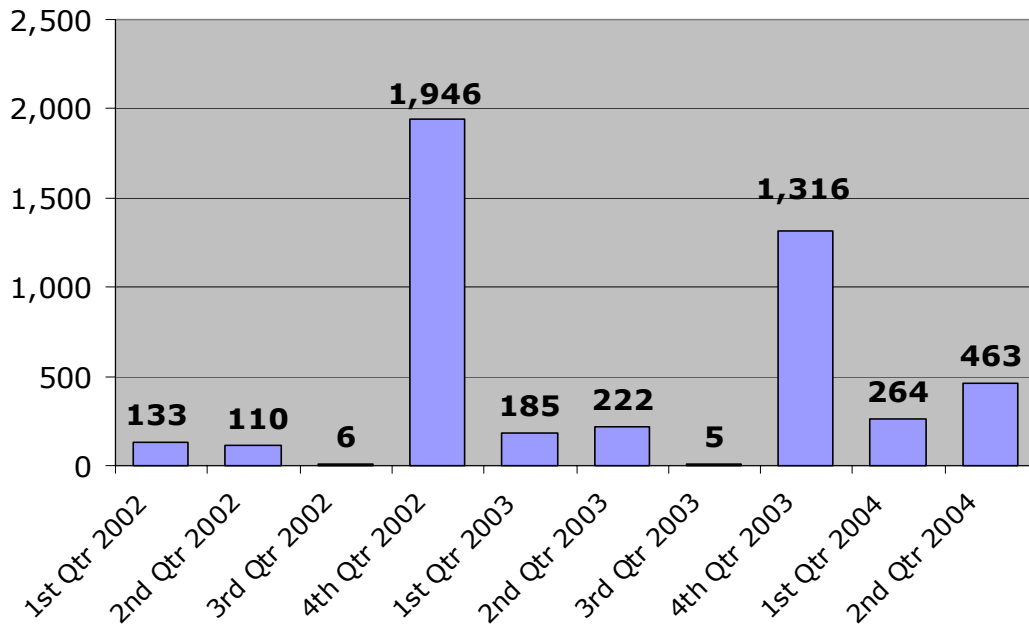
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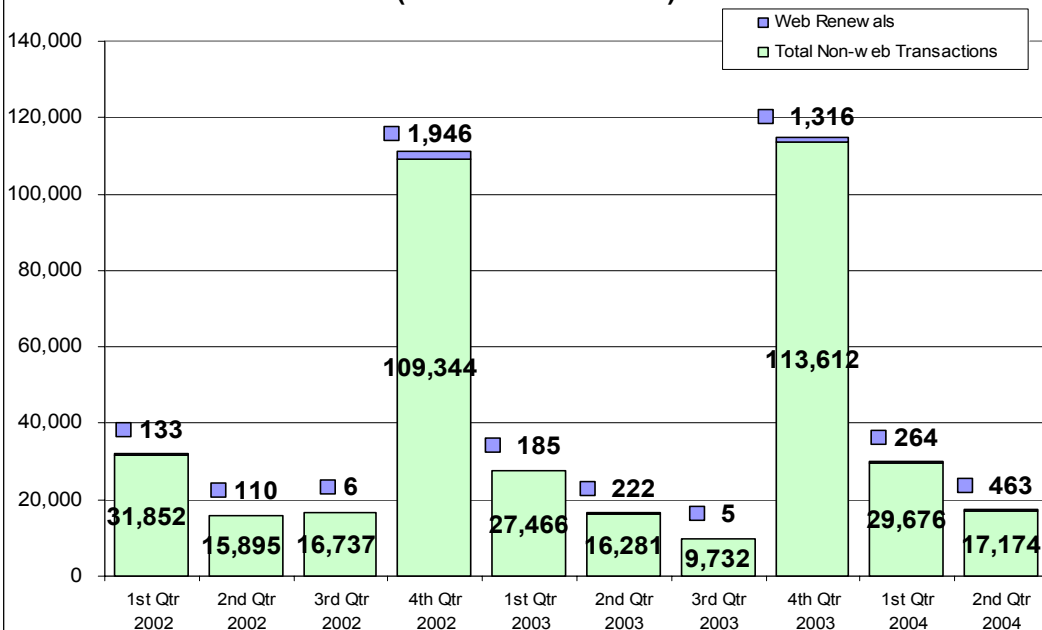
Reporting Period: FY 2003-04 2nd Quarter

Monitor, track and promote on-line services and payment activity for occupational license tax renewals and auto tag registration transactions

Occupational License Number of Online Renewals



Occupational License Quarterly Collections (Total Transactions)



Check all that apply

☐ Strategic Plan
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☐ Audit Response
☐ Other _____
 (Describe)

Goal Outcome identifier:
ES8-5

Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 2nd Quarter

Complete an analysis and review of all field collection and enforcement activities and make recommendations for improvements and streamlining of current process. Consolidate field collection duties and/or coordination of field activities to better track and manage the process.

- Combined system productivity reports (Occupational License and Tangible Personal Property) were developed during the month of March; new performance measure for combined collections will be included in the 3rd Quarter 2004 report.
- Requests for reclassification for two Finance Collection and Enforcement Officer lead workers were submitted
- Requested advertising for vacant position of Tax Collection Supervisor I and reclassifications for a Clerk 4 and Office Support Specialist 3 positions
- Organizational structure, support staff, training and information technology solutions are still being evaluated for implementation.
- Clerk of the Courts staff conducted training for the Enforcement/Collection Officers on the issuance and proper writing of civil citations
- Total combined collections for the quarter are as follows:

January - \$174,525.58

February - \$123,503.99

March - \$189,173.87

Total for 2nd Quarter - \$487,203.44

Check all that apply

☐ Strategic Plan
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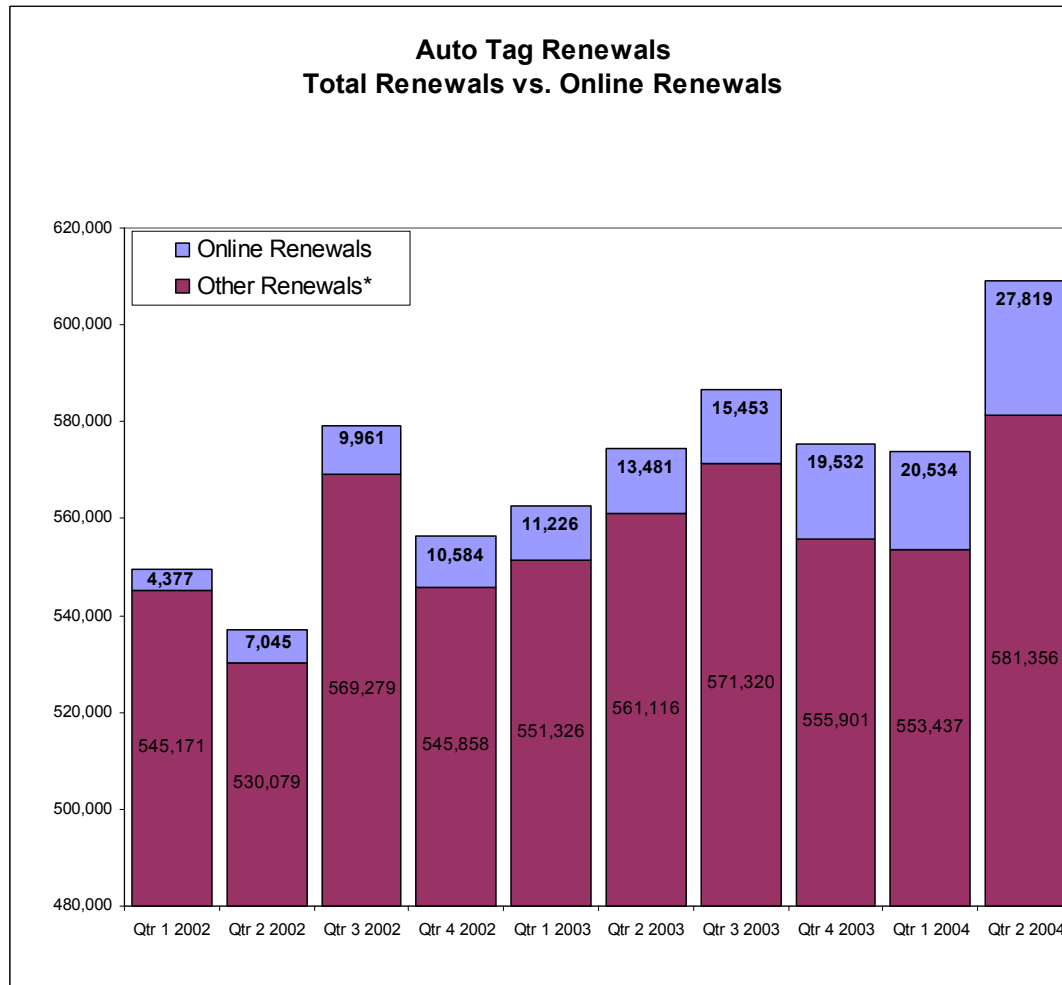
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ES8-5

Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 2nd Quarter

Monitor, track and promote on-line services and payment activity for occupational license tax renewals and auto tag registration transactions



*Figures include renewal transactions conducted at all private tag agencies

Check all that apply

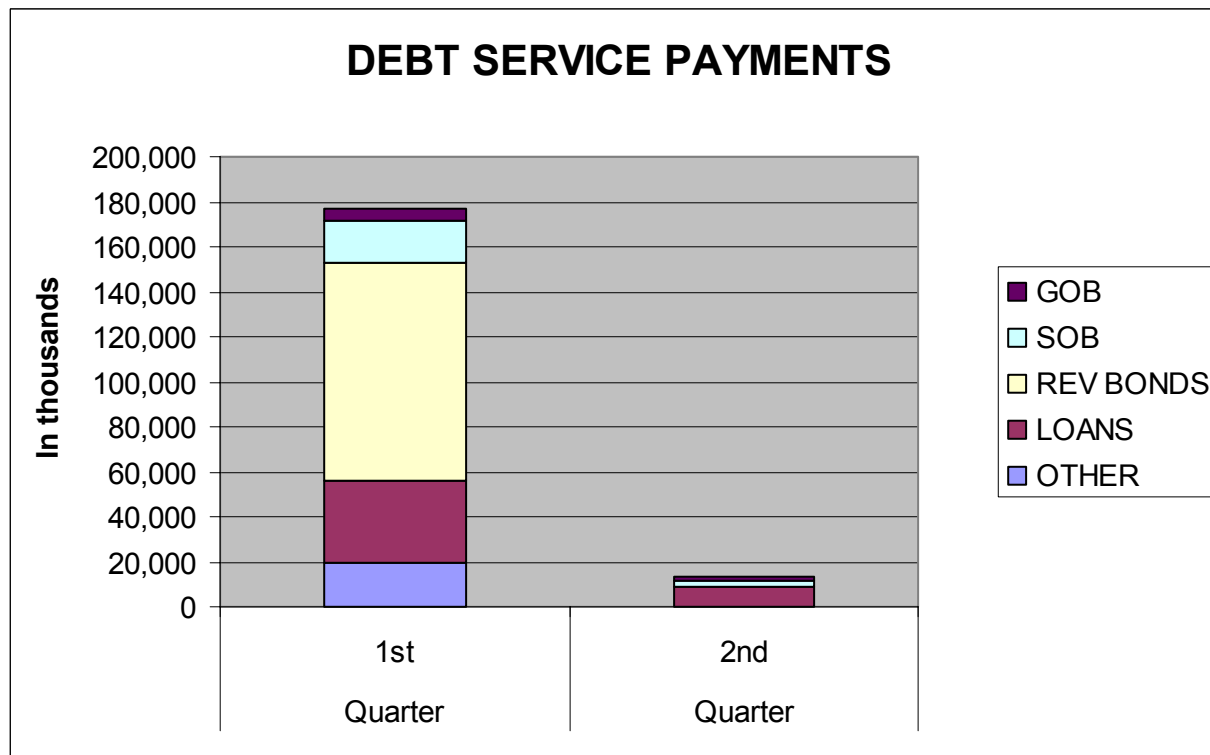
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☐ Other
(Describe)

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ES8-5

Departmental Quarterly Performance Report

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Reporting Period: FY 2003-04 2nd Quarter



Departmental Quarterly Performance Report

Department Name: Finance

Reporting Period: FY 2003-04 2nd Quarter

PERSONNEL SUMMARY

A. Filled/Vacancy Report

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	298	336	306	30	308	28				

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

B. Key Vacancies

- The positions of Accountant 4, Accountant 3, Accountant 2, Tax Record Clerk 1 (3), Office Support Specialist 2 (2), Tax Examiner 1 and Tax Collection Clerk 1 (5) and 2 (2) were interviewed and/or filled during the second quarter.
- The Controller's Division filled the following positions in the first two quarters of FY 2004: three Account Clerk positions and a Data Entry Specialist in the Accounts Payable Unit, an Accountant 3 and Accountant 2 position in the Bank Reconciliation Unit, an Accountant 2 in the Input/Output Unit.

C. Turnover Issues

- The Finance Department is continuing to aggressively recruit and fill the 28 positions that were vacant at the end of the second quarter.

D. Skill/Hiring Issues

- During the second quarter, Seven (7) Tax Collectors employees attended the Department of Revenue Collector Certification (CFCA) training held in St. Petersburg
- Finance Department Human Resources staff attended "train the trainer" sessions in the Manager's mandated "Delivering Service Excellence Everyday" training. To date, the Finance Department has exceeded the 38% quota that was set by the Manager's Office.
- The Tax Collector's Office has submitted several reclassifications to the Employee Relations Department in order to better organize front line customer service staff and condense the number of classifications that exist on the current table of organization.
- The Controller's Division has requested and received approval for an Accountant 3 position in the Payroll Unit. Resumes were received and interviews held in April to fill position.

Departmental Quarterly Performance Report

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Reporting Period: FY 2003-04 2nd Quarter

E. Part-time, Temporary and Seasonal Personnel

The department has had three individuals working through temporary agencies for more than a year. Positions were created through the budget process for two of these positions. The recruitment is currently being conducted for one of these positions. The recruitment for the second position should be complete by fiscal year end. The third position is being addressed through next year's budget process.

F. Other Issues

- During last year's legislative session, House Bill 267 amended Florida Statute 197, authorizing county tax collectors to conduct sales of tax certificates for unpaid taxes by electronic means. During the second quarter, the Tax Collector's Office negotiated a contract with Grant Street Group to conduct the 2004 delinquent tax certificate auction over the internet in June. This will represent an enormous efficiency that will allow the county to cut the length of time taken to conduct the auction from one month to one week. Miami-Dade County will be joining Okaloosa, Volusia and Orange counties in being the first in Florida to conduct an online tax sale.
- Worked with ETSD to initiate an on-line payment option on our website that will allow tax payers to pay their taxes via E-check. The payment engine is currently being tested and we anticipate that the new feature will be available in time for the June 2004 installment payment period.
- In order to better serve our customers during our payment period, the Tax Collector's Office rerouted all incoming tax bill related phone calls to the Team Metro Answer Center. The payment period extends from November to March, with the bulk of the phone calls taking place during the month of November. The newly redesigned 2003 tax bills with contact information directing customers to contact the Answer Center were mailed out at the end of October.
- The 2004 Occupational License bill is in the process of being redesigned into a more sensible and legible notice. The new bill will be ready for the upcoming Occupational License renewal period beginning in August of 2004.
- Beginning in April, 2004, the Credit and Collections Section will roll out a gain sharing program for its entire staff. The collectors and paralegals will have individual collection goals, while the support staff will be responsible for the overall revenue numbers for the Section. What makes this program unique in the County is the fact that we will be paying the bonuses on a monthly basis rather than annually, which we feel will significantly increase the motivational appeal of the program.
- During the second quarter the Controller's Division completed the following:
 - ✓ Completed the County's Comprehensive Annual Financial Report, Additional Court Cost, Conflict Counsel, School Impact Fee Audit reports, the Accounting and Reporting Unit also issued the Indirect Cost Plan Report.

Departmental Quarterly Performance Report

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Reporting Period: FY 2003-04 2nd Quarter

- ✓ The Payroll Unit issued 38,203 W-2 forms for regular and seasonal employees on January 31, 2004 per IRS regulations.
- ✓ The Accounts Payable Unit processed and mailed over 12,000 IRS 1099 forms on January 31, 2004 to vendors and electronically submitted the tape to the IRS. Reported a total of \$350 million in over 10 expense categories, these included expenditures reported by WASD, Aviation, HUD, Risk Management, GSA, Tax Collector and the Office of Community Services.
- ✓ The Systems Unit approved and signed the Construction Contract Service Work Order submitted by Tier Technologies. This service work order will replace the construction contract database, eliminating double entry and reconciliation to the general ledger and automating the financial management of these contracts countywide in ADPICS. The County has made the UAP modification a priority for Tier Technologies, this may delay completion of the construction contract service work order because both modifications impact the same program code.
- ✓ The Systems unit and key personnel from the Accounts Payable Unit have begun working with ETSD on the e-Invoice project. This project will provide vendor invoice inquiries to our suppliers via the internet. This will in turn increase the customer service support provided to our vendor community.
- ✓ Systems unit personnel and Accounting and Reporting have been very active as part of the Datastream 7i Implementation Working Group for the conversion of Fixed Assets and GASB 34 to this new software.
- Priced and finalized the Swaption for the Water & Sewer Department by entering into an option with Bank of America, through a competitively bid process, to issue Water & Sewer System Revenue Refunding Bonds, Series 2005 and a swap for a price of \$26.012 Million. This upfront payment to the Department will be used in the Rate Stabilization Fund to offset potential water and sewer rate increases in FY 2005. If Bank of America exercises its option, the County will have to refund the Water & Sewer System Revenue Bonds, Series 1995 in October 2005 in a variable rate mode and then swap the Series 2005 Bonds to a fixed rate equal to the debt service on the Series 1995 Bonds.
- Priced the \$400 Million Aviation Revenue Bonds, Series 2004 A, B, and C. The Series 2004A and B were issued with a final maturity of October 1, 2037 with interest rates ranging from 4.625% to 5.00%, producing a total interest cost (TIC) to the Department of 4.90%. The refunding portion, the Series 2004C Bonds, produced a present value savings of \$1.9 million.
- Issued debt service payments in excess of \$16 Million for general obligation, special obligation and revenue bonds; loans and other County obligations.
- Established the new Bond Counsel, Disclosure Counsel and Authority Counsel Pools.

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- Met with members of the municipal bond industry in connection with potential financing/refunding opportunities for the Aviation Department, Water & Sewer Department, Public Health Trust; in addition to possible funding strategies to meet Countywide capital needs.
- Conducted document sessions in connection with the following proposed issuances/financings:
 1. \$400 Million Aviation Revenue Bonds
 2. \$400 Million Public Health Trust Revenue and Revenue Refunding Bonds
 3. \$50 Million Capital Asset Acquisition MUNI-CPI Bonds
 4. Water & Sewer Swaption – Series 1995 Bonds
 5. Water & Sewer Bank of America Swap – Series 1994 Bonds
- Participated in rating agencies presentations in connection with the Aviation Revenue Bonds.
- Issued debt service payments in excess of \$16 Million for general obligation, special obligation and revenue bonds; loans and other County obligations.
- Division Accountant attended annual arbitrage rebate Conference in Orlando, Florida to keep abreast of changes in arbitrage regulations affecting municipal tax-exempt issuances.

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FINANCIAL SUMMARY

	PRIOR YEAR ACTUAL	CURRENT FISCAL YEAR						
		Total Annual Budget	2 nd Quarter		Year-to-date			
			Budget	Actual	Budget	Actual	\$ Variance	% of Annual Budget
Revenues								
Carryover								
T/C Carryover	2,175	117		(563)	117	117	-	0%
Famis Carryover	554	-	-	-	-	794	794	0%
B/A Carryover	592	720	-	(384)	720	720	-	0%
C/M Carryover	17	17	-	-	17	51	34	200%
CC Carryover	484	423	-	(261)	423	1,015	592	140%
Other Rev								
Tax Collector	22,983	23,942	5,986	4,609	11,972	8,561	(3,411)	-28%
Famis/Adpics	735	340	85	-	170	-	(170)	-100%
Bond Admin	2,146	1,349	337	15	674	250	(424)	-63%
Cash Mgt	1,087	1,164	291	154	582	326	(256)	-44%
Credit and Coll	2,604	2,112	528	756	1,056	1,623	567	54%
Total	33,377	30,184	7,227	4,326	15,731	13,457	(2,274)	-14%
Expense*								
Tax Collector	12,613	13,945	3,486	3,169	6,972	6,412	560	8%
Interfund Xer		340	85	-	170	-	170	100%
Director	513	925	231	435	462	615	(153)	-33%
Controller	3,853	4,349	1,087	1,019	2,174	2,196	(22)	-1%
COR X-fer	7,500	4,800	1,200	-	2,400	-	2,400	100%
Famis/Adpics	495	340	85	70	170	177	(7)	-4%
Bond Admin	1,635	1,769	442	161	884	351	533	60%
Cash Mgt	1,053	1,181	295	240	590	460	130	22%
Credit and Coll	1,812	2,535	634	497	1,268	911	357	17%
Total	29,474	30,184	7,546	5,591	15,090	11,122	3,968	34%

(All Dollars in Thousands)

(1) Note: Budget for COR Transfer is made up of \$4,500 from Tax Collector and \$300 from Bond Administration.

* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

Comments:

(Explain variances, discuss significant in-kind services, provide status of aged receivables at 30-60-90+ days and those scheduled for write-off, if applicable)

* The Finance department is experiencing higher than budgeted attrition; Expenses, reimbursements and transfers are not evenly distributed throughout the year

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Equity in pooled cash (for proprietary funds only)

	Prior Year	Current Year		
	Year End	Month 4	Month 5	Month 6
<u>Fund/Subfund</u>				
GF 030/031				
031005	1,450	23	(392)	1,051
031004	1,122	1,117	1,071	1,029
GF 050/053				
053006/056113	1,029	877	872	730
053002	116	64	133	(12)
053003/4/7	1,528	2,072	2,066	2,441
Total	5,245	4,153	3,750	5,239

STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.



Signature
Department Director

Date 4/30/04